



QAPI Monthly Newsletter

April 10, 2020

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QAPI Consultation is available!

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Establishing a QAPI Project Team

Planning for a performance improvement initiative should be done systematically prior to the start of the project. Important considerations include:

- Identification of the scope of the project. This requires a good understanding of the problem based on **pre-project** data analysis.
- Delineation of authority and responsibility
- Identification of the QAPI Project Team Leader
- A plan allowing team member participation as needed for the life of the project with a plan for replacement of any team members who leave or become unable to participate
- Projected project timetable - this includes the period from the inception of the team until full implementation of a change is solidified. Additional monitoring will be required but can usually be included in the regular work hours of the team members.

Team Member Selection

QAPI team members must respect each other, and share common goals, a vision, agendas, and timelines to be successful. QAPI teams work best when each team member has a "buy-in" toward making the improvement. Team members must have knowledge of the problem, be viewed by other staff as a team player, and possess good communication skills.

The QAPI Project Team Charter

The team charter outlines the scope of the work that will be undertaken by the QAPI project team. The charter is developed by the team and identifies the goals and objectives of the project, defines the roles and responsibilities of each team member, and establishes the team's criteria for success. The charter is, therefore, a contract between team members to promote full participation and cooperation during the work of the team. Failure to develop a team charter often leads to failures.

Communication with the QAPI Team

Communication with team members is critical to the success of the project; however, all communication does not require face-to-face meetings. Be resourceful! Set up a group email, have a telephone conference, use written communication tools... each of these, as well as other ideas, will allow the team to communicate effectively and as often as needed while being mindful of budgetary and staffing needs.

Keep a record of all communications. This includes minutes from project meetings and/or telephone conferences, written forms of communication, and emails.

Change Drivers and Change Agents

QAPI project team members become the change agents during the implementation phase of a QAPI initiative. Change agents:

- Formulate how the change will happen.
- Guide and support the staff during the change.
- Assume responsibility for ensuring project information is timely.

Change is influenced by change drivers. Change drivers apply pressures that ultimately shape how change occurs in the nursing facility. The project team needs to consider these influences. Drivers include:

- The facility's vision, mission, and goals and objectives
- The capabilities of the facility
- The leadership provided by the QAPI Leadership Team
- Resistance to the change and the change agents
- Resident needs and resident perceptions of the change

Excellent information on QAPI team formation and team charters may be found at:

<http://www.ihl.org/resources/Pages/Tools/QI-Project-Charter.aspx>

This helpful tool, developed by CMS, is an excellent guide for a QAPI Project Team. The tool guides the team through each initial step of a QAPI initiative.

<https://www.cms.gov/Medicare/Provider-Enrollment-and-Certification/QAPI/Downloads/PIPCharterWkshtdebedits.pdf>